

Message Text

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TO SECSTATE WASHDC IMMEDIATE 1190

UNCLAS SECTION 01 OF 07 USNATO 04392

FOR THE DEPUTY UNDER SECRETARY FOR MANAGEMENT FROM
THE AMBASSADOR

E.O. 11652: N/A
TAGS: OGEN
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGE-
MENT (GORM) PROCESS

REFS: A. STATE 63477, B. STATE 84526, C. 77 STATE 295600,
D. 77 USNATO 12943

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1. IN COMPLIANCE WITH THE INSTRUCTIONS IN REFTEL (A)
AND IN CONTINUATION OF THE GOALS/OBJECTIVES AND RESOURCE
MANAGEMENT (GORM) PROCESS, THIS MESSAGE TRANSMITS (1) A
MODIFIED ZERO-BASE BUDGETING (ZBB) ANALYSIS OF THE
DEPARTMENT OF STATE (FOREIGN SERVICE) COMPONENTS AT THIS
MISSION; AND (2) THE AMBASSADOR'S SUMMARY EVALUATION OF
GOALS/OBJECTIVES AND RESOURCE MANAGEMENT OF OTHER
AGENCIES REPRESENTED IN THE MISSION.

2. GOALS AND OBJECTIVES FOR THIS MISSION ARE STATED IN
REFTELS (C) AND (D). THESE GOALS AND OBJECTIVES RELATE
DIRECTLY TO IMPLEMENTATION OF THE PROVISIONS OF THE
NORTH ATLANTIC TREATY, SIGNED AT WASHINGTON APRIL 4, 1949.
OF PARTICULAR SIGNIFICANCE TO THIS MISSION'S WORK AND
ROLE, ARTICLE 9 OF THE TREATY PROVIDES FOR CONSULTATIVE
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MACHINERY ESSENTIAL FOR ACHIEVEMENT OF ALLIED GOALS SET
FORTH IN THE TREATY: SAFEGUARDING OF FUNDAMENTAL FREEDOMS,
COLLECTIVE DEFENSE, PROMOTION OF STABILITY AND WELL BEING
IN THE NORTH ATLANTIC AREA, AND PRESERVATION OF PEACE
AND SECURITY.

- SUBSEQUENTLY, ARTICLE 11 OF THE DECLARATION ON

ATLANTIC RELATIONS SIGNED BY HEADS OF NATO GOVERNMENTS IN BRUSSELS ON JUNE 26, 1974 REEMPHASIZED THE SIGNIFICANCE OF CONSULTATION IN FULFILLMENT OF COMMON AIMS:

"THE ALLIES ARE CONVINCED THAT THE FULFILLMENT OF THEIR COMMON AIMS REQUIRES THE MAINTENANCE OF CLOSE CONSULTATION, CO-OPERATION AND MUTUAL TRUST, THUS FOSTERING THE CONDITIONS NECESSARY FOR DEFENCE AND FAVOURABLE FOR DETENTE, WHICH ARE COMPLEMENTARY. IN THE SPIRIT OF THE FRIENDSHIP, EQUALITY AND SOLIDARITY WHICH CHARACTERIZE THEIR RELATIONSHIP, THEY ARE FIRMLY RESOLVED TO KEEP EACH OTHER FULLY INFORMED AND TO STRENGTHEN THE PRACTICE OF FRANK AND TIMELY CONSULTATIONS BY ALL MEANS WHICH MAY BE APPROPRIATE ON MATTERS RELATING TO THEIR COMMON INTERESTS AS MEMBERS OF THE ALLIANCE, BEARING IN MIND THAT THESE INTERESTS CAN BE AFFECTED BY EVENTS IN OTHER AREAS OF THE WORLD. THEY WISH ALSO TO ENSURE THAT THEIR ESSENTIAL SECURITY RELATIONSHIP IS SUPPORTED BY HARMONIOUS POLITICAL AND ECONOMIC RELATIONS. IN PARTICULAR THEY WILL WORK TO REMOVE SOURCES OF CONFLICT BETWEEN THEIR ECONOMIC POLICIES AND TO ENCOURAGE ECONOMIC CO-OPERATION WITH ONE ANOTHER."

- PRESIDENT CARTER HAS TERMED NATO THE "HEART" OF OUR FOREIGN POLICY. HIS INITIATIVES AT THE LONDON SUMMIT IN MAY 1977 HAVE FORMED A FOCUS FOR NATO'S PRESENT AND, PREDICTABLY, FUTURE WORK. ACCORDINGLY,

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THE ESSENTIALITY OF FULL, ACTIVE, CONSTRUCTIVE UNITED STATES PARTICIPATION IN THE WHOLE OF NATO'S CONSULTATIVE PROCESS HAS BEEN UNDERLINED AGAIN.

- NATO'S CIVIL CONSULTATIVE MACHINERY HAS AT ITS TOP THE NORTH ATLANTIC COUNCIL (NAC) AND THE DEFENCE PLANNING COMMITTEE (DPC). SUBORDINATE COMMITTEES REPORTING TO THESE BODIES INCLUDE: POLITICAL COMMITTEE (SENIOR POLITICAL COMMITTEE (SPC) AND POLITICAL ADVISORS' COMMITTEE (POLADS)); ECONOMIC COMMITTEE; DEFENCE REVIEW COMMITTEE; CONFERENCE OF NATIONAL ARMAMENTS DIRECTORS; NUCLEAR DEFENSE AFFAIRS COMMITTEE; SECURITY COMMITTEE; SENIOR CIVIL EMERGENCY PLANNING COMMITTEE; NATO JOINT COMMUNICATIONS ELECTRONICS COMMITTEE; INFRASTRUCTURE COMMITTEE; SCIENCE COMMITTEE; COMMITTEE ON INFORMATION AND CULTURAL RELATIONS; CIVIL BUDGET COMMITTEE; MILITARY BUDGET COMMITTEE; INFRASTRUCTURE PAYMENTS AND PROGRESS COMMITTEE; COMMITTEE FOR EUROPEAN AIRSPACE; COUNCIL OPERATIONS AND EXERCISES COMMITTEE; COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS); AND THE COMMITTEE ON COMMAND CONTROL AND INFORMATION AND AUTOMATIC DATA PROCESSING.

SUBORDINATE TO THESE COMMITTEES, MEETINGS OF EXPERTS
AND OF AD HOC WORKING GROUPS COMPLEMENT THE CONSULTATIVE
PROCESS.

3. REFTEL (B) PROJECTED THE OCTOBER 1, 1979 (FY 1980
LEVEL) AUTHORIZED, FULL-TIME, FOREIGN SERVICE AMERICAN
(FSA) AND FOREIGN SERVICE LOCAL (FSL) COMPLEMENTS FOR
THIS MISSION AS FOLLOWS:

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-	FSA	FSL
PROGRAM	37	3
TOTAL	37	3

ADDITIONALLY, REFTEL (B) ESTABLISHED THIS POST'S FSA TO
FSL POSITION RATIO AT 1:3 AND SAID THAT PACKAGE I
(MINIMUM LEVEL, 90 PERCENT OF FY 1980 COMPLEMENT)
SHOULD REFLECT A REDUCTION EQUIVALENT OF FOUR FSA
AND ZERO FSL POSITIONS.

4. FORM ZBB-1 FOR THIS MISSION FOLLOWS:

(A) TOTAL FSA PERSONNEL - 37

(B) TOTAL FSL PERSONNEL - 3

(C) TOTAL FOREIGN SERVICE "CURRENT LEVEL" (FY 1980)

- PERSONNEL RESOURCES AT THE MISSION
- (LINE A PLUS LINE B) - 40

(I) PACKAGE I (LINE C X 90 PERCENT) EQUALS 36
(ROUNDED TO NEAREST WHOLE POSITION);

(II) PACKAGE II (LINE C X 5 PERCENT) EQUALS 2;

(III) PACKAGE III (LINE C X 5 PERCENT) EQUALS 2;

(IV) PACKAGE IV (LINE C X 110 PERCENT) EQUALS 44.
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5. FORM ZBB-2 - PACKAGE WORKSHEET FOLLOWS:

- ZERO-BASE BUDGETING
- FY 1980
- PERSONNEL RESOURCES WORKSHEET

- FY 1978 PCKG I

- (1) (2) (3) (4) (5) (6) (7)
- FUNCTION AMER AMER FSL AMER AMER FSL
- OFF STAFF OFF STAFF

EXEC 3 3 3 3 3 3

POL 7 4 0 7 4 0

ECON 2 2 0 0 0 0

ADMIN 3 13 0 3 13 0

- --- --- --- --- ---

TOTAL
THIS
PACKAGE 15 22 3 13 20 3

CUMULATIVE
TOTAL 15 22 3 13 20 3

- -----

- 40 36

- PCKG II PCKG III

- (8) (9) (10) (11) (12) (13)

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- AMER AMER FSL AMER AMER FSL
- OFF STAFF OFF STAFF

EXEC - - - - -

POL - - - - -

ECON 1 1 - 1 1 -

ADMIN - - - - -

TOTAL

THIS

PACKAGE 1 1 - 1 1 -

CUMULATIVE

TOTAL 14 21 3 15 22 3

- -----

- 38 40

- PCKG IV

- -----

- (14) (15) (16)

- AMER AMER FSL

- OFF STAFF

EXEC 1 1 -

POL 1 - -

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ECON - - -

ADMIN - 1 -

- --- --- ---

TOTAL

THIS

PACKAGE 2 2 -

CUMULATIVE

TOTAL 17 24 3

-

- 44

-

6. FORM ZBB-3 FOLLOWS:

(A) DECISION UNIT NAME: USMISSION TO NATO (USNATO)

(B) PACKAGE I OF IV (MINIMUM LEVEL 90 PERCENT)

(C) ACTIVITY DESCRIPTION: USNATO'S MINIMUM LEVEL PACKAGE I IS AT 90 PERCENT OF THE FY 1980 COMPLEMENT LEVEL. IT REFLECTS A REDUCTION OF FOUR AMERICAN POSITIONS LEAVING TOTALS OF 33 FSA AND THREE FSL UNCLASSIFIED

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POSITIONS. IN RELATION TO THIS REDUCTION, ONE MAY RECALL THAT USNATO'S EXECUTIVE, POLITICAL AND ADMINISTRATIVE SECTIONS WERE CUT IN 1974 AND HAVE NOT BEEN RETURNED TO STRENGTH DESPITE RECOGNITION IN THE 1976 INSPECTION REPORT THAT RESTORATION WAS DUE.

- AT THIS MINIMUM LEVEL THE 9-PERSON (3 OFFICER, 3 STAFF AND 3 FSL) EXECUTIVE STAFF WOULD BE ABLE TO CONTINUE TO CONDUCT POLICY FORMULATION AND MANAGEMENT GUIDANCE FOR ALL ELEMENTS OF THE MISSION. EXECUTIVE SECTION REPRESENTATION AT WEEKLY MEETINGS OF THE NORTH ATLANTIC COUNCIL, THE DEFENSE PLANNING COMMITTEE AND AT COMMUNIQUE DRAFTING SESSIONS OF THE SENIOR POLITICAL COMMITTEE AS WELL AS AT THE WEEKLY WORKING LUNCHEON OF PERMANENT REPRESENTATIVES WOULD REMAIN POSSIBLE. ESSENTIAL REPRESENTATIONAL ACTIVITY IN SUPPORT OF US GOALS AND OBJECTIVES COULD BE PROVIDED.

- THE REDUCTION WOULD BE ABSORBED ENTIRELY BY THE FOUR-PERSON (2 OFFICER, 2 STAFF) ECONOMIC SECTION. THIS SECTION HAS HAD RESPONSIBILITY FOR COORDINATING US PARTICIPATION IN THE WORK OF THE ECONOMIC COMMITTEE (EC), THE SCIENCE COMMITTEE (SC), AND THE COMMITTEE ON CHALLENGES OF MODERN SOCIETY (CCMS). THERE ARE ANNUALLY SOME 150 MEETINGS RELATED TO THESE COMMITTEES. PARTICIPATION IN THESE MEETINGS REQUIRES ANALYSIS, POLICY RECOMMENDATION, AND REPORTING. WITH REFERENCE TO ARTICLE 2 OF THE NORTH ATLANTIC TREATY, THE EC PARTICULARLY CONCERNS ITSELF WITH ECONOMIC MATTERS

OF SIGNIFICANCE TO THE OVERALL EAST-WEST RELATIONSHIP.
THE SC SEEKS TO STRENGTHEN THE ALLIANCE BY MEANS OF
SCIENTIFIC COLLABORATION. THE CCMS RESULTED FROM A
UNITED STATES PROPOSAL IN 1969, REFERRING TO ARTICLE 2
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OF THE NORTH ATLANTIC TREATY AND THE SEARCH FOR A
BETTER LIFE IN MEMBER COUNTRIES. THE WORK OF THESE
COMMITTEES IS FUNDAMENTAL TO OUR COMMITMENT TO NATO
AND TO UNITED STATES GOALS AND OBJECTIVES.

- AT PRESENT STAFFING LEVEL, THE 11-PERSON
(7 OFFICER, 4 STAFF) POLITICAL SECTION COULD
CONTINUE TO MEET ITS RESPONSIBILITIES CONCERNED
LARGELY WITH THE WORK OF THE NORTH ATLANTIC COUNCIL
(NAC) AND SUBORDINATE BODIES, SUCH AS THE SENIOR
POLITICAL COMMITTEE (SPC), AND THE POLITICAL COMMITTEE
(PC). THE NAC, SPC AND PC EACH MEETS ON AN
AVERAGE OF TWICE WEEKLY, INCLUDING WEEKLY WORKING
LUNCHEONS OF PERM REPS AND OTHER "PRIVATE" OR
"AD HOC" MEETINGS OF PERM REPS. THE NAC MAY MEET
AT SUMMIT, MINISTERIAL, AND AMBASSADORIAL LEVELS.
ADDITIONALLY, THE NAC OFTEN MEETS WITH SENIOR
OFFICIALS AND EXPERTS FOR REINFORCED CONSULTATIONS
ON MATTERS OF CENTRAL IMPORTANCE TO THE ALLIANCE,
SUCH AS SALT, CSCE, MBFR, EAST-WEST RELATIONS, LOS,
ETC. MEETINGS WITH EXPERTS FROM CAPITALS ARE ALSO
REGULARLY SCHEDULED BY THE PC ON A RANGE OF SUBJECTS.

- THE FUNDAMENTAL TASK OF THE POLITICAL SECTION
IS TO HELP DEVELOP POLICY AND TO COORDINATE US
POSITIONS FOR NATO CONSULTATIONS AS WELL AS TO
REPORT PROMPTLY TO WASHINGTON AND INTERESTED US
EMBASSIES ABOUT MEETINGS AS THEY OCCUR. THIS WORK
AS DOES THAT OF OTHER SECTIONS REQUIRES FREQUENT
BILATERAL MEETINGS WITH OTHER MISSIONS.

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- BECAUSE VERBATIM TRANSCRIPTS OF NATO MEETINGS ARE NOT PRODUCED, TIMELY, ACCURATE AND FULL REPORTING IS OF KEY SIGNIFICANCE.

- SINCE ACCOMPLISHMENT OF INITIATIVES SET FORTH BY PRESIDENT CARTER AT LONDON AND OF US GOALS AT NATO REQUIRES FIRM POPULAR SUPPORT IN NATO MEMBER STATES, THE SIGNIFICANCE OF PUBLIC OPINION CANNOT BE UNDERESTIMATED. ACCORDINGLY, MEMBERS OF THE POLITICAL SECTION FREQUENTLY BRIEF VISITING GROUPS FROM ALLIED AND OTHER FREE WORLD COUNTRIES.

- MEMBERS OF THE POLITICAL SECTION OFTEN SERVE AS CONTROL OFFICERS FOR VISITING CODEL'S, SENIOR ADMINISTRATION OFFICIALS, US STUDY GROUPS, ETC.

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NATO POLITICAL/MILITARY EXERCISES ALSO REQUIRE EXTENSIVE PARTICIPATION OF POLITICAL SECTION MEMBERS. ADDITIONALLY, THERE IS REGULAR NEED FOR COORDINATION WITH THE OFFICE OF THE DEFENCE ADVISOR ON MATTERS OF POLITICAL/MILITARY SIGNIFICANCE, ARISING FOR INSTANCE IN THE DEFENCE PLANNING COMMITTEE (DPC) CONTEXT.

- THE 26-MAN CONSOLIDATED STATE/DEFENSE ADMINISTRATIVE SECTION INCLUDES 16 FSA PERSONS (3 OFFICERS AND UNCLASSIFIED

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13 STAFF). AT CURRENT LEVEL THE SECTION SHOULD BE ABLE TO CONTINUE TO PROVIDE ESSENTIAL MISSION ADMINISTRATIVE FUNCTIONS AND THE 24-HOUR, SEVEN DAYS PER WEEK C&R SUPPORT NEEDED TO ADVISE THE AMBASSADOR, THE NATO SECRETARY GENERAL, ALLIED AMBASSADORS, AND THE CHAIRMAN OF THE MILITARY COMMITTEE OF ALL CHANGES IN US MILITARY ALERT POSTURE. THIS SERVICE IS FURTHER NEEDED TO KEEP THE AMBASSADOR AND HIS STAFF INFORMED OF NUMEROUS FLASH, NIACT IMMEDIATE, AND SPECAT EXCLUSIVE MESSAGES RECEIVED. USNATO C&R SUPPORTS BOTH USNATO AND THE US DELEGATION TO THE NATO MILITARY COMMITTEE. IN ADDITION, IT IS THE SINGLE US TELECOMMUNICATIONS CHANNEL FOR US

ELEMENTS OF A NUMBER OF NATO AGENCIES LOCATED IN BRUSSELS INCLUDING THE 80 AMERICANS ON THE NATO CIVIL AND MILITARY INTERNATIONAL STAFFS. FSA OFFICER PERSONNEL IN THE ADMINISTRATIVE SECTION INCLUDE THE DEPUTY DIRECTOR, THE C&R SUPERVISOR, AND THE US REPRESENTATIVE ON NATO'S CIVIL BUDGET COMMITTEE. THE OTHER FSA PERSONNEL IN THE SECTION INCLUDE ONE SECRETARY AND 12 C&R PERSONNEL.

(D) RESOURCE REQUIREMENTS:

- THIS PCKG
- FY 78 FY 79 ONLY CUMMUL.

FSA OFFICERS 15 15 13 13

FSA STAFF 22 22 20 20

FSL 3 3 3 3

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TOTALS 40 40 36 36

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(E) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.

WERE THE ECONOMIC SECTION THUS ELIMINATED AND ITS WORK ABSORBED AT LEAST IN PART BY THE POLITICAL SECTION, THIS WOULD REDUCE THE POLITICAL SECTION'S ABILITY TO CARRY OUT ITS CURRENT RESPONSIBILITIES AS THOROUGHLY AS IT HAS BEEN DOING WITHOUT RESORT TO FURTHER EXTENSION OF THE ALREADY SUBSTANTIAL OVERTIME NOW BEING PERFORMED BY MEMBERS OF THE SECTION AND POSSIBLY WHEN MEETING TIMES CONFLICT, WITHOUT COVERING ALL NATO MEETINGS. IN THIS REGARD, POLITICAL SECTION OFFICERS AND STAFF PERSONNEL NOW AVERAGE APPROXIMATELY 2 HOURS OVERTIME PER WEEK DAY PLUS 2 TO 3 HOURS ON WEEKENDS. THE SECTION'S SECRETARIAL RESOURCES ARE ALREADY STRETCHED THIN DUE TO HEAVY WORKLOAD AND THE DEMANDS OF TERP. WERE RELIANCE PLACED ON TDY ASSIGNMENTS TO HELP FILL THE VOID CREATED BY DISCONTINUATION OF THE ECONOMIC SECTION, THIS WOULD NOT PROVIDE THE CONTINUITY OF CONTACT DESIRABLE IN THE ACHIEVEMENT OF US GOALS AND OBJECTIVES IN THE NATO CONSULTATIVE PROCESS. ADDITIONALLY, IT WOULD HEIGHTEN DEMANDS ON THE MISSION'S SECRETARIAL AND

ADMINISTRATIVE RESOURCES. IN SUM, THE US ABILITY

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TO CONTINUE LEADING THE ALLIANCE AND SAFEGUARDING
ITS VITAL INTERESTS IN NATO WOULD BE DEMONSTRABLY
WEAKENED.

7. (A) DECISION UNIT: USNATO

(B) PACKAGE II OF IV (MINIMUM LEVEL PLUS 2)

(C) ACTIVITY DESCRIPTION: AT THIS LEVEL, THE ECONOMIC
SECTION WOULD BE PARTIALLY RESTORED AND COULD RESUME
FULL PARTICIPATION IN THE WORK OF NATO'S ECONOMIC
COMMITTEE.

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(D) RESOURCE REQUIREMENTS

- THIS PCKG
- FY 78 FY 79 ONLY CUMMUL.

FSA OFFICERS 15 15 1 14

FSA STAFF 22 22 1 21

FSL 3 3 - 3
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TOTALS	40	40	2	38
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(E) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES
AND ESSENTIAL ACTIVITIES.

PRESSURES ON THE POLITICAL SECTION WOULD BE REDUCED.
FULLER US PARTICIPATION IN THE NATO CONSULTATIVE
PROCESS WOULD BE ACHIEVED. THERE WOULD BE LESS
DEPENDENCE ON TDY PERSONNEL AND RESULTINGLY LESS
DEMAND IN THIS CONNECTION FOR ADMINISTRATIVE SERVICES.

8. (A) DECISION UNIT: USNATO

(B) PACKAGE III OF IV (MINIMUM LEVEL PLUS 4)

(C) ACTIVITY DESCRIPTION: THE RESTORATION OF A FULL 4
PERSON ECONOMIC SECTION WOULD PERMIT FULL US PARTICIPA-
TION IN THE WORK OF THE ECONOMIC AND SCIENTIFIC
COMMITTEES AS WELL AS IN THE COMMITTEE ON THE CHALLENGES
OF MODERN SOCIETY.

(D) RESOURCE REQUIREMENTS

-	THIS PCKG			
-	FY 78	FY 79	ONLY	CUMMUL.

FSA OFFICERS	15	15	1	15
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FSA STAFF	22	22	1	22
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FSL	3	3	-	3
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(E) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES
AND ESSENTIAL ACTIVITIES.

UNDER PRESENT CIRCUMSTANCES, THE MISSION COULD
PURSUE US POLICY GOALS AND OBJECTIVES FULLY, PROVIDED
POLITICAL SECTION PERSONNEL AND OTHERS CONTINUE
TO PUT IN OVERTIME TO MEET THE EXACTING DEMANDS OF
OUR PARTICIPATION IN CONSULTATIVE AND POLICY FORMATION
IN THIS MULTILATERAL FORUM.

9. (A) DECISION UNIT: USNATO

(B) PACKAGE IV OF IV (40 PLUS 4)

(C) ACTIVITY DESCRIPTION: WITH THE ADDITION OF AN AMBASSADORIAL ASSISTANT (THIS IS A CLASS I MISSION), AN ADDITIONAL SECRETARY IN THE EXECUTIVE SECTION, A JUNIOR OFFICER IN THE POLITICAL SECTION, AND A TRAVEL COORDINATOR IN THE ADMINISTRATIVE SECTION, USNATO WOULD BE PREPARED TO MEET THE GROWING DEMANDS AND CHALLENGES OF OUR MEMBERSHIP IN NATO.

(D) RESOURCE REQUIREMENTS

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FSA OFFICERS 15 15 2 17

FSA STAFF 22 22 2 24

FSL 3 3 - 3

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TOTALS 40 40 4 44

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(E) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.

ASSIGNMENT OF AN AMBASSADORIAL ASSISTANT WOULD REINFORCE USNATO'S ABILITY TO PROJECT POLICY INTO THE FUTURE. THIS OFFICER IS FORESEEN AS ONE WHO COULD ASSIST THE AMBASSADOR WITH SPEECHES AND WITH

DEVELOPMENT OF IDEAS AS TO HOW TO INCREASE THIS MISSION'S IMPACT IN THE ACHIEVEMENT OF THE POLICY GOALS AND OBJECTIVES.

- ADDITION OF A SECRETARY TO THE EXECUTIVE SECTION WOULD BE TO SUPPORT THE AMBASSADORIAL ASSISTANT AND THE EXECUTIVE OFFICER IN THEIR WORK. IT MAY BE NOTED THAT A SECRETARY WAS RECENTLY TRANSFERRED FROM THE EXECUTIVE SECTION TO THE ECONOMIC SECTION TO HELP THE LATTER SECTION WITH ITS REPORTING RESPONSIBILITIES, WHEN IT BECAME APPARENT THAT THE UNCLASSIFIED

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DEPARTMENT COULD NOT RESTORE THE ECONOMIC SECTION SECRETARIAL SPACE DELETED IN 1974.

- ADDITION OF A JUNIOR OFFICER TO THE POLITICAL SECTION WOULD REDUCE THE REQUIREMENT FOR OVERTIME IN THE SECTION. FURTHERMORE, IT WOULD PROVIDE A JUNIOR OFFICER WITH UNUSUAL OPPORTUNITY TO DEVELOP SKILLS IN REPORTING AND IN THE TECHNIQUES OF MULTILATERAL DIPLOMACY.

- THE SINGLE ADMINISTRATIVE AREA FORESEEN AS REQUIRING ADDITIONAL US NATIONAL SUPPORT IS IN TRAVEL COORDINATION. THE MISSION COPEs WITH SOME 4,000 OFFICIAL VISITORS ANNUALLY. THE SINGLE DEFENSE-PROVIDED COORDINATOR IS OVERWHELMED AND CANNOT BE EXPECTED TO CONTINUE INDEFINITELY WITHOUT ASSISTANCE. URGENT PROVISION OF A LIMITED INDEFINITE RESIDENCE POSITION IS REQUIRED TO CORRECT THIS SITUATION. WITH AVAILABLE US CITIZEN SPOUSES CAPABLE OF HANDLING THE POSITION RESPONSIBILITIES, THERE WOULD BE COST SAVING BENEFITS IN RELATION TO AN AMERICAN DIRECT HIRE FROM THE CONUS (SECURITY PRECLUDES OUR EMPLOYING A LOCAL NATIONAL).

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10. NON-SALARIED FUNDING:

USNATO SPENDS \$200,000 ANNUALLY IN NON-SALARY, NON-FIXED EXPENSES. THIS FIGURE ENTAILS PRESENT COSTS FOR TRAVEL, PRINTING AND REPRODUCTION, SUPPLIES AND MATERIALS, AND PERSONAL PROPERTY. IN THE PAST, THE MISSION HAS CLOSELY MONITORED EXISTING NON-SALARIED EXPENSES, AND WE BELIEVE UNCLASSIFIED

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THERE ARE NO FURTHER SAVINGS TO BE GAINED. .
FURTHERMORE, INDISCRIMINATELY DECREASING FUNDS IN
THE NON-FIXED FINANCIAL AREAS OF SUPPORT WOULD
IMMEDIATELY CURTAIL THE ABILITY OF USNATO PERSONNEL
TO PERFORM THEIR ASSIGNED FUNCTIONS EFFECTIVELY.
MAJOR ECONOMY REDUCTIONS COULD BE APPLIED THROUGH
ABOLISHMENT OF PERSONNEL POSITIONS, YET ONLY
AFTER HEAVY CUTBACKS IN PERSONNEL WOULD A
NOTICEABLE IMPACT BE FELT. ANY DECREASE IN THE
USNATO REPRESENTATIONAL ACCOUNT WOULD BE PASSED
ON TO INDIVIDUAL FOREIGN SERVICE OFFICERS AS
AN OUT-OF-POCKET EXPENSE. THE CONTINUING NEED
TO ENTERTAIN OFFICIALLY ALLIANCE MEMBERS IN
CONCERT WITH VISITING US GOVERNMENT DIGNITARIES
WILL NOT CHANGE DUE TO LESS REPRESENTATIONAL
FUNDS BEING AVAILABLE. ONLY THE MORALE OF MISSION
PERSONNEL WOULD BE LOWERED AND ONLY THOSE WITH
OUTSIDE INCOMES WILL BE ABLE TO MAKE UP THE
DIFFERENCE THROUGH TAX WRITE OFFS.

11. EVALUATION OF GOALS, OBJECTIVES AND RESOURCE
MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT
AMBASSADOR'S SUPERVISION, COORDINATION AND DIRECTION:
THE ACTIVITIES OF THIS MISSION ALL RELATE TO
ESSENTIAL GOALS AND OBJECTIVES OF FULFILLING OUR
OBLIGATIONS AS A SIGNATORY OF THE NORTH ATLANTIC
TREATY AND AS A KEY MEMBER OF THE ALLIANCE.
THEREFORE, IT IS NOT POSSIBLE TO SINGLE OUT AREAS
OF ACTIVITY HAVING LESS PRECEDENCE THAN OTHERS.
IN ADDITION TO FOREIGN SERVICE PERSONNEL, THE

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MISSION INCLUDES MEMBERS OF OUR ARMED FORCES, DEPARTMENT OF DEFENSE CIVILIANS, MEMBERS OF ICA'S FOREIGN SERVICE, AND REPRESENTATIVES OF THE GENERAL SERVICES ADMINISTRATION.

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- A. THE OFFICE OF THE DEFENSE ADVISOR, STAFFED BY A TOTAL OF 41 DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL AND MEMBERS OF THE ARMED FORCES, PLAYS A MAJOR ROLE AT USNATO. THIS ROLE IS PROMINENT IN BOTH OF THE OVERALL GOALS FOR USNATO, I.E., (1) STRENGTHENING THE US-EUROPEAN MILITARY AND POLITICAL RELATIONSHIP AND (2) MAINTENANCE OF NATO'S INSTITUTIONAL STRUCTURE AND EASING OF TENSION AMONG NATO MEMBERS.

- THE MILITARY AND CIVILIAN OFFICIALS IN THE OFFICE OF THE DEFENSE ADVISOR REPRESENT THE UNITED STATES ON COMMITTEES DEALING WITH HIGHEST LEVEL POLICY ISSUES INVOLVING ALLIANCE SECURITY INTERESTS. THESE ISSUES INCLUDE: FORCE PLANNING AND EVALUATION; NUCLEAR PLANNING; MILITARY OPERATIONS AND EXERCISES; COOPERATIVE DEFENSE EFFORTS INCLUDING STANDARDIZATION, MAJOR MULTILATERAL PROCUREMENT PROGRAMS SUCH AS THE NATO AIRBORNE EARLY WARNING SYSTEM (AWACS), AND INFRASTRUCTURE. IN ADDITION, DOD PERSONNEL REPRESENT THE US ON SUBCOMMITTEES DEALING WITH TECHNICAL ISSUES

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REFERRED TO THEM BY POLICY-LEVEL COMMITTEES.

- THE DEFENSE ADVISOR AND HIS STAFF PLAY A CENTRAL ROLE WITH RESPECT TO THE ADMINISTRATION'S DEFENSE INITIATIVES FOR NATO. THESE EFFORTS HAVE FOCUSED ON THE LONG TERM DEFENSE PROGRAM, WITH COMPLEMENTARY SHORT-TERM MEASURES, WHICH DEFENSE MINISTERS, AT THE DIRECTION OF HEADS OF STATE AND GOVERNMENT, SET IN MOTION AT THE MAY 1977 NATO MINISTERIAL MEETING. FOLLOW-ON PROGRAMS AND ACTIVITIES TO BE APPROVED BY THE SPRING 1978 NATO SUMMIT POINT TO A CONTINUING HIGH LEVEL OF ACTIVITY FOR THE DEFENSE ADVISOR'S OFFICE IN THIS KEY RESPONSIBILITY.

- THE DEFENSE ADVISOR'S OFFICE ACCORDS TOP PRIORITY TO THE LONG TERM DEFENSE PROGRAM AND THE TOTAL PACKAGE OF NATO INITIATIVES. PRIORITY, AFTER THE NATO INITIATIVES, GOES TO THE DEFENSE ADVISOR'S RESPONSIBILITIES IN OVERALL ALLIANCE FORCE PLANNING AND EVALUATION. THIS IS FOLLOWED CLOSELY BY EFFORTS IN THE FIELD OF DEFENSE COOPERATION AND STANDARDIZATION, AND THE

NATO INFRASTRUCTURE PROGRAM.

B. GSA: EXISTING TWO GENERAL SERVICES ADMINISTRATION SPACES TO COPE WITH INTRICACIES OF CIVIL EMERGENCY PLANNING IS ABSOLUTE MINIMUM ESSENTIAL TO PARTICIPATE AND MONITOR ONGOING ALLIANCE WORK AND MAINTAIN INITIATIVE IN AREAS SUCH AS: IDENTIFICATION OF CIVIL RESOURCES AVAILABLE IN NATO EUROPE TO SUPPORT MILITARY OPERATIONS; SUPPORT OF THE LONG TERM DEFENSE PROGRAMS, PARTICULARLY AS THEY ADDRESS IDENTIFYING AND EARMARKING EUROPEAN AIR RESOURCES (AIRCRAFT AND FACILITIES TO AUGMENT US AIRLIFT UNCLASSIFIED

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AND RECEIVE US MILITARY FORCES); IDENTIFYING NON-US NATO CIVIL SEALIFT TO AUGMENT US ASSETS FOR OCEAN MOVEMENT OF MILITARY CARGO; INCREASED RELIANCE ON USE OF CIVIL RESOURCES TO AUGMENT US MILITARY LOGISTICAL CAPABILITY; AND STUDIES DEALING WITH MAJOR DEMANDS ON THE NATO AGRICULTURAL AND INDUSTRIAL BASE DURING PERIODS OF CRISIS OR WAR.

C. THE OFFICE OF THE PUBLIC AFFAIRS ADVISOR INCLUDES THREE OFFICERS AND TWO SECRETARIES FROM ICA'S FOREIGN SERVICE. THE KEY IMPORTANCE OF THIS OFFICE IS HIGHLIGHTED BY THE STATEMENT OF GOALS AND OBJECTIVES IN REF (C). BENNETT

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